



MANAGERS/SUPERVISORS JOB KIT

A Guide to Filling Jobs Using RESUMIX

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Civilian Personnel Operations Center - Europe

Manager's Recruitment & Selection Guide

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Welcome to the Manager's Recruitment and Selection Kit

The Department of Army is committed to meeting the needs of its customers through innovation. To meet that commitment, Army has adopted a standard tool to streamline and expedite the recruitment and referral process. The automated recruitment system used by CPOC Europe and the other Army CPOC regions is Resumix.

Resumix is a human resource information system that uses advanced optical character recognition software and artificial intelligence to read and extract skills from an applicant's resume. The program applies certain logic to the meaning of words, phrases, and sentences to extract and identify skills in an applicant's resume. These skills are then stored in a database that serves as a major applicant inventory and allows candidates with the right skills to be matched to jobs being filled.

The recruitment and selection process requires a flow of information between all key participants. To understand your role as the Selecting Official in the automated requisition and selection process, it is important for you to see where the information originates and what each participant contributes. In this way, you will become an integral and effective part of the process

This Manager's Kit will assist you in carrying out your responsibilities in the recruitment and selection process and allow you to fill jobs with qualified candidates through the use of the Resumix system.

The Players

❖ Applicant

Both internal and external U.S. citizens, who are not ordinarily residents, can apply for announcements. Applicants need only submit one resume to the centralized Resumix database. Once the resume is in the database, applicants can “self nominate” for positions with closing dates or open-continuous announcements.

❖ Selecting Official

The selecting official initiates the recruitment process by submitting a Request for Personnel Action (RPA) with a Gatekeeper Checklist to the Civilian Personnel Operations Center (CPOC).

❖ Civilian Personnel Advisory Center (CPAC)

The CPAC provides guidance and assistance to selecting officials on recruitment strategies, such as: recommending sources of applicants and identifying the skills needed to contribute and meet mission objectives. Once a selection list is returned, the CPAC verifies the selectee's employment eligibility and ensures that all legal and regulatory requirements are met, extends the official job offer and in-processes the new employee. The CPAC notifies the CPOC of the commitment and forwards the in-processing documents to the CPOC to finalize the action.

❖ Civilian Personnel Operations Center (CPOC)

Upon receipt of a recruit RPA and a Gatekeeper Checklist, the CPOC Specialist will contact the selecting official to discuss applicant sources, identify the important duties so those can be specified in the announcement, identify special requirements for the position, and the skills to be used to screen the applicants. The Specialist will then use Resumix to match the skills that have been identified to those of the applicants. If the applicant meets the skills, his/her resume will then be rated for basic qualifications as established in the Office of Personnel Management (OPM) Qualification Standards and any special eligibility requirements. Those applicants meeting the skills and qualification requirements are eligible for referral to the selecting supervisor.

After receiving notice of selection from the manager and in-processing documents from the CPAC, the CPOC will finalize the recruitment action, forwarding the necessary documents to the finance office.

How the Process Works

❖ **Selecting Official**

- Reviews the Manager's Recruitment and Selection Guide
- Updates or develops the Position Description (PD), if necessary
- Discusses recruitment strategy with the CPAC Specialist prior to submitting the RPA

❖ **Civilian Personnel Advisory Center**

- Advises the selecting official on a recruitment strategy
- Assists the manager in identifying required and desired skills

❖ **Selecting Official**

- Completes the RPA and Gatekeeper Checklist identifying the area of consideration, required/desired skills, special requirements, etc
- Obtains approval from appropriate officials
- Forwards RPA, Gatekeeper Checklist and any attachments through organizational channels to the CPOC

❖ **Civilian Personnel Operations Center**

- Receives RPA and Gatekeeper Checklist
- Reviews Position Description
- Contacts the selecting official to review and discuss sources of applicants, special requirements, skills, etc.
- Develops and publishes vacancy announcements
- Initiates a search of the database for resumes matching the identified skills
- Reviews candidates for qualifications, time in grade, etc., prior to generating referral list
- Emails referral list with resumes to the Selecting Official's (or designee's) AKO address and cc to the CPAC

❖ **Selecting Official**

- Receives referral list and resumes from CPOC
- Schedules and conducts interviews, if necessary
- Selects best qualified candidate and an alternate
- Annotates referral list with reason for selection, candidate declination, or non-availability
- Returns annotated referral list to CPOC and provides a copy to CPAC by entering AKO e-mail address of the CPAC Specialist

❖ **Civilian Personnel Advisory Center**

- Receives a copy of the referral list with selection from manager
- Ensures priority candidate(s) and/or preference candidates are cleared

- Verifies employment eligibility of the selectee
- Ensures all requirements of the position have been met: e.g. medical exam, security clearance, etc.
- Makes official job offer
- Coordinates entrance on duty (EOD) date and in-processing procedures with the selectee, gaining organization, and CPOC
- Forwards required documents to CPOC

❖ **Civilian Personnel Operations Center**

- Finalizes recruitment case file
- Updates human resource database
- Processes the RPA
- Forwards documents to the finance office

A Detailed Overview of the Recruitment Process

1. The selecting official, begins the recruitment process by creating and forwarding a complete RPA and Gatekeeper Checklist to the CPOC. Prior to submitting an RPA, the selecting official must perform the following steps:

- ▶ Verify/establish a position description (PD). Whether the recruitment is for a current or previously filled position or for a newly established position, an accurate and properly classified PD must be established. If a current, valid PD has been established, indicate that no change is needed in the Gatekeeper Checklist. If a PD must be established, submit a draft PD with the RPA, preferably using one of the systems available such as FASCLASS or PD Library.

- ▶ Create the RPA and complete the Gatekeeper Checklist, providing all required information including the sources to be used to locate applicants, position requirements and conditions, and the desired and required skills for the position.

- ▶ Determine Recruitment Strategy. The selecting official has the option of filling the position through internal or external recruitment methods, a special one time or open continuous announcement and through a variety of applicant sources. Refer to Appendix A for complete information on recruitment methods and recruitment sources. When filling a position through competitive procedures, sources should be selected that provide a sufficient number of qualified applicants. A “source” is defined as a group of applicants eligible for a specific appointment authority. These are also referred to as “Employment Categories” or “Areas of Consideration” (AOC). The selecting official may request that the referral list contain candidates only from the minimum area of consideration if that will provide an adequate pool of candidates. For USAREUR serviced positions, the minimum area of consideration is USAREUR employees or USAREUR-serviced, in-service employees in the organization or directorate of the vacancy; persons with Military Spouse Preference (MSP) living in the commuting area of the vacancy whether or not on LWOP; Family Members on LWOP living within the commuting area of the vacancy; current DA employees with competitive status who are outside the minimum area of consideration; and Veterans Employment Opportunity Act applicants. Determining the right sources of candidates should be discussed with the servicing CPAC Specialist prior to recruiting for a vacancy.

Candidates from most recruitment sources can be reached through the Centralized Resumix database. The selecting official may also choose to fill a vacancy through Delegated Examining Authority, which allows U.S. citizen applicants without an appointment status to be considered.

REMEMBER – The selecting official only needs to identify sources that will provide a sufficient number of qualified applicants. It is not necessary to recruit from all sources when the minimum area of consideration is sufficient to fill the position. Unnecessary expansion of recruiting sources can delay the issuance of a referral. Knowledge of the type of position and previous sources used will aid in the decision process. The selecting official can also refine the sources during discussions with the CPOC Staffing Specialist prior to an announcement being issued.

► Identify Position Requirements and Conditions that are supported by the PD. These are conditions that applicants must meet prior to appointment and/or maintain after appointment. Examples of such requirements are acquisition program certification, maximum age for original appointment to certain positions (firefighter, air traffic controller), security clearance, shift work requirements, travel requirements, drug testing, and/or pre-employment physical. The selecting official should also indicate whether permanent change of station expense, recruitment bonus, relocation allowance, LQA, etc. will be paid; a name request should be considered; and any other special information about the recruitment, i.e., developmental or trainee position.

► Selecting desired or required skills. Resumix uses “skills” to distinguish the candidates to be referred from all other applicants. Skills are shortened versions of Knowledges, Skills, and Abilities (KSAs) and must be supported by the duties and responsibilities in the PD. Skills are typically stated in one or two word statements. Refer to Appendix B for a more detailed discussion of skills. There are two types of skills, required and desired. Required skills are job-related skills that applicants must possess to successfully perform the duties of the position within a reasonable period of time. These are skills that must be brought to the position, not learned on the job. Desired skills are job-related skills that are desired, but not required for successful job performance. These are skills that would make the applicant better able to perform on the job.

IMPORTANT: The selecting official must protect the confidentiality of the skills selected for candidate screening. This information is the candidate evaluation criteria, equivalent to the crediting plan under the previous system. Applicants do not have a right to know, and must not be told the skills used in the Resumix search process.

2. The CPOC will, upon receipt of the RPA, review the RPA and establish the PD. Once the PD is established, the Classification Specialist will forward the RPA to the Staffing Specialist to begin the recruitment process.

3. The CPOC Staffing Specialist will contact the selecting official to confirm the type of announcement (special or open continuous) and refine the area of consideration, position requirements, discuss the important duties of the position and identify the skills. The CPOC Staffing Specialist may also use Resumix to extract skills from the PD to assist in identifying the right skills for the job. Or, the Specialist may know that the database has a large number of applicants and suggest use of required skills. The final determination of skills to be used is a joint effort between the selecting official and the CPOC Specialist.

4. The discussion may also review and confirm the selection of recruitment sources. If the CPOC Staffing Specialist is aware of a large number of applicants in a particular source, the selecting official may wish to target that source or limit the sources to the minimum area of consideration. The CPOC Staffing Specialist may also confirm other important information such as whether permanent change of station expenses will be paid, whether the position has frequent travel, requires a security clearance, physical requirements, etc.

5. Resumix does not rank candidates in the same way that the crediting plan and KSAs did in the past. Top candidates for referral may be those that possess all required skills or most or all of the desired skills. The determination on which candidates are referred may depend upon a natural break in possession of the skills or may require further discussion on the type of candidates that the selecting official is looking for on a referral list. Once all priority placement programs have been cleared, the Specialist will send a Web-based referral list, via e-mail, to the selecting official's Army Knowledge Online (AKO) address. The selecting official must include their AKO e-mail address or that of a designee with an AKO account on the Gatekeeper Checklist to receive a referral list.

6. The selecting official with an AKO account will receive a referral notification e-mail message with two pdf files attached and the link for accessing the selection page of the referral list. The first attachment is the referral list and the second contains the resumes of referred candidates. A copy of the referral list and resumes is also sent to the CPAC.

IMPORTANT: Avoid activities that would warrant a violation of the Prohibited Personnel Practices contained in 5 U.S.C. 2302(b) and located at Appendix E. Pay particular attention to numbers 5 and 6. Consult your servicing CPAC Representative if you have any questions concerning your responsibilities in discharging these duties.

7. The selecting official may contact applicants for an interview, if desired. Appendix C has tips on interviewing candidates. To document the selection, click on the link contained in the referral notification e-mail and enter an AKO userid and password at the log on screen. If a designee is "completing" the selection, the designee must enter their AKO userid and password at the log on screen.

8. To make a selection, use the pull-down menu next to the candidate's name. Appendix D has additional information on making selections using Resumix. A first and second alternate should also be selected. There is a pull down menu next to each candidate's name containing non-select codes. When bypassing Military Spouse or Family Member Preference candidates, provide the reasons for non-selection. In the text box, enter reasons for selection. In the note box, enter instructions, comments, additional selections, reasons for the alternate selections and any reasons for non-selection of Military Spouse and Family Member Preference candidates. If further instructions are needed, contact the CPAC Specialist. When a selection has been made, enter the AKO e-mail address of the CPAC Specialist (firstname.lastname@us.army.mil) in the courtesy-copy block of the e-mail.

9. To submit the electronic selection, click on the "E-mail" icon in the upper left corner, then click OK. The selection will be automatically transmitted to the CPOC and to the CPAC for review and extension of the job offer. Referral lists normally have a 14-day suspense. It is very important to make timely selections. Delays in the selection process can result in declinations as many applicants are also competing for other vacant positions. If you are unable to make a timely selection from the referral list, please contact the CPOC Staffing Specialist immediately to discuss options/solutions.

APPENDIX A

Reference Guide to Recruitment Methods, Sources, and Incentives

TERMS AND DEFINITIONS:

AF: Appropriated Fund employees are paid by funds that Congress appropriates for services rendered.

Competitive Service: All civilian positions in the Federal Government that are subject to Title 5, U.S. Code and are not specifically excepted from civil service laws by statute, by the President, or by the Office of Personnel Management (OPM).

CPAC: Civilian Personnel Advisory Center.

CPOC: Civilian Personnel Operations Center.

DEU: Delegated Examining Unit. DEU announcements are vacancies that are open to all U.S. citizens. These vacancies are open to the general public and applicants do not need any previous Federal government experience to apply.

Excepted Service: Positions outside of and excepted from the rules of the Competitive Service.

OPM Certificate: A referral list of eligible candidates prepared by the Office of Personnel Management

Ordinarily Resident: An ordinarily resident is a U.S. citizen that obtained a work permit during current residency in the host country or resided in the host country for the time shown below without status as a member of the U.S. Forces or civilian component as defined by the NATO Status of Forces Agreement:

- a. In Germany: 1 year.
- b. In Italy: 6 months.
- c. In Belgium: U.S. Citizens may be hired regardless of the length of their residency. after 90 day's residency, however, they will not be eligible for benefits from the Supreme Headquarters Allied Powers Europe (for example, vehicle registration, fuel rations, alcohol and tobacco rations) when they are hired.
- d. In the Netherlands: 24 hours. Military members who apply for a position before separation and are hired within 90 days after separation are exempt from the 24 hour restriction.

INTERNAL RECRUITMENT METHODS:

Details: The temporary assignment of an employee to a different position or set of duties for a specified period with the employee returning to his/her original position at the end of the detail. The employee does not need to meet the qualification requirements for the position to which detailed, except for any minimum educational, licensure and certification requirements.

Merit Promotion: The identification, qualification, evaluation, and selection of candidates which will be made without regard to political, religious, labor organization affiliation, marital status, race, color, sex, national origin, non-disqualifying physical or mental handicap, or age and shall be based solely on job-related criteria in accordance with legitimate position requirements. Selection from merit promotion is a competitive selection.

Reassignment: The noncompetitive movement of an employee to another position for which qualified that is at the same grade level and with an equivalent target grade, if applicable.

Temporary Promotion: The temporary assignment of an employee to a higher graded position for a specified period of time, with the employee returning to his/her permanent position upon the expiration of the temporary action. An employee must meet the same qualification requirements that are necessary for a permanent promotion. The temporarily promoted employee receives the higher graded salary for the period assigned and gains quality experience and time-in-grade at the higher grade level.

Voluntary Change to Lower Grade: The noncompetitive movement of an employee to another position for which qualified that is at a lower grade than currently held.

EXTERNAL RECRUITMENT METHODS:

Administrative Careers with America (ACWA): A certificate of eligible external candidates generated for GS-5/7, 2-grade interval administrative positions covered by the Luevano Consent Decree. Applicants are appointed in the Competitive Service. Only CONUS CPOCs have delegated authority to examine for ACWA covered positions. Three of the CONUS CPOCs will provide ACWA services to OCONUS upon request. A listing of the series covered by the Luevano Consent Decree can be found at http://www.opm.gov/deu/Handbook_2003/DEOH-Appendix-4.asp#_Appendix_D_Positions.

Delegated Examining Authority: The CPOC has been delegated the authority to issue competitive certificates for certain series and grades by OPM. This is a way to consider applicants from outside the Federal workforce and Federal employees who do not have competitive status. Applicants are referred in score order and by veterans' preference.

Family Member Youth Part Time (FMYPT): High school students taking a full curriculum or college students taking at least 24 semester hours (or the equivalent) per school year. Family member spouses under 18 years of age who are attending high school and 14- to 23-year-old unmarried children, stepchildren, adopted children, and children under legal guardianship of the sponsor or spouse are eligible for employment in the FMYPT program if they reside in the same household with, and are family members of, a Member of the U.S. Forces on active duty; civilian employee of a U.S.

Federal Career Intern Program (FCIP): May be used to appoint candidates for positions at the GS-5/7 or 9 level without requesting an OPM certificate of eligibles. Applicants are appointed in the Excepted Service and may be non-competitively converted to the competitive service upon completion of the program. Candidates appointed for

administrative and management positions must have a passing score on the ACWA examination.

Office of Personnel Management Certificates: A list of applicants seeking employment with a Federal agency in the competitive service. Applicants are referred in score order and by veterans' preference. There is a charge for an OPM certificate. An OPM certificate can be requested for positions for which the CPOC has not been delegated examining authority.

Outstanding Scholar: Allows appointment of college graduates with a grade point average of 3.45 or better on a 4.0 scale, or graduating in the top 10% of their graduating class. This method must be used in conjunction with the ACWA authority.

Reemployed Annuitant: An annuitant under either the Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) may be reemployed in any position for which they are qualified.

Reinstatement: The reemployment of a former employee who held a career or career conditional appointment with a Federal Agency. Individuals may be non-competitively placed in positions at grades equal to or lower than previously held.

Student Career Experience Program (SCEP): Allows non-competitive appointment of currently enrolled students to a position while attending school. Students may be converted to permanent positions upon completion of the program.

30% or More Compensable Disabled Veterans: May be appointed noncompetitively to positions for which they qualify. A current Veterans Administration letter dated within the last year or discharge papers substantiating the disability is required to verify eligibility for this category.

Transfers From Other Federal Agencies: The movement of an employee, without a break in service of 1 workday, from a position in another Federal agency.

Veterans Recruitment Appointment (VRA): VRA eligibles may be appointed non-competitively up to the GS-11 and equivalent jobs depending upon the period of their military service. Noncompetitive appointments of VRA eligibles are permitted to positions not covered by open continuous announcements and to positions covered by open continuous announcements if the VRA eligible has 10-point veterans' preference.

RECRUITMENT INCENTIVES: May be used for hard-to-fill positions when warranted and supporting documentation is substantiated.

Advanced In-hire Rates: Pay may be set above the minimum rate, but within the rate range of the grade into which the employee is being placed.

Recruitment Bonus: May be authorized up to 25% of the annual rate of basic pay to a newly appointed employee.

Relocation Bonus: May be authorized up to 25% of the annual rate of basic pay to an employee who must relocate to accept a position in a different commuting area.

Retention Allowance: May be authorized up to 25% of basic pay to a current employee if the unusually high or unique qualifications of the employee or a special need of the agency for the employee's services makes it essential to retain the employee.

Re-payment of Student Loans: May be authorized to facilitate the recruitment or retention of highly qualified employees when a determination has been made that the organization would encounter difficulty in filling the position.

RECRUITMENT SOURCES:

THE MINIMUM AREA OF CONSIDERATION FOR CPOC EUROPE SERVICED POSITIONS THAT ARE BEING FILLED COMPETITIVELY IS:

CPOC Europe serviced, in-service employees in the organization or directorate of the vacancy;

Persons with Military Spouse Preference (MSP) living in the commuting area of the vacancy;

Family members on Leave Without Pay (LWOP) living in the commuting area of the vacancy;

Current DA employees with competitive status who are outside the minimum area of consideration; and

Veterans Employment Opportunity Act applicants.

NOTE: THIS DOES NOT APPLY TO COMPETITIVE DETAILS OR TEMPORARY PROMOTIONS FOR MORE THAN 120 DAYS, BUT NTE 1 YEAR.

For IMA-Europe, the minimum area of consideration for an APF position will be expanded to include personnel eligible under the DoD/OPM Interchange Agreement, except in those rare cases when management determines it appropriate to limit the area of consideration. The expanded area of consideration will be identified on the Gatekeeper Checklist.

In-service, Army: A permanent Department of Army civilian.

In-service DCIPS: A current DCIPS civilian employee serving on a permanent appointment and applying for DCIPS positions.

DCIPS Interchange Agreement: Employee currently serving on a DCIPS appointment without time limitation, or involuntarily separated from such appointment, without personal cause within the preceding year. Must be or have been serving continuously for 1 year in a DCIPS position. May be appointed only to permanent positions based on this authority.

External Applicant: U.S. citizen applicants from outside the Federal competitive workforce who can apply through DEU procedures.

Family Member with Preference: The spouse or unmarried children (including stepchildren, adopted children, and foster children) not more than 23 years of age residing with a member (sponsor) of the U.S. Armed Forces or a U.S. citizen civilian employee (sponsor) of a U.S. Government Agency (including NAF activities) whose duty station is in a foreign area. This category does not apply to family members of contractors. FMP applies when the Family Member (FM) arrives in the overseas area for vacant positions in the commuting areas of the sponsor's duty station. FMP also applies when an active duty member of a dual military couple exits the service overseas and applies for civilian employment as a family member.

Family Member No Preference (FMNP): Family members of locally hired DoD or NAF civilian employees, or a family member spouse preference eligible who has lost military spouse or family member preference due to accepting or declining an offer of continuing employment.

Family Member Youth Part Time (FMYPT): High school students taking a full curriculum or college students taking at least 24 semester hours (or the equivalent) per school year. Family member spouses under 18 years of age who are attending high school and 14- to 23-year-old unmarried children, stepchildren, adopted children, and children under legal guardianship of the sponsor or spouse are eligible for employment in the FMYPT program if they reside in the same household with, and are family members of, a Member of the U.S. Forces on active duty; civilian employee of a U.S.

Military Spouse Preference: The spouse of an active duty military member (sponsor) of the U.S. Armed Forces who accompanies their military sponsor on a permanent change of stations (PCS) move. To receive preference, the spouse must be married to the military sponsor before reporting to the new duty assignment. MSP applies when the spouse arrives in the overseas area for vacant positions in the commuting area of the military sponsor's permanent duty station. MSP applies if the applicant is ranked among the "best qualified" for the vacancy. Commuting area is based upon how far the applicant is willing to travel each day for employment as indicated on the employment application.

NAF Interchange Agreement: Employee currently serving on a NAFI or AAFES position, without time limitation, or has been involuntarily separated from such appointment without personal cause within the preceding year. Must be or have been serving continuously for one year in a NAFI or AAFES position. May be appointed only to a permanent position based on this authority.

Reemployed Annuitant: A former Federal employee who has retired under either the Civil Service Retirement System (CSRS) or the Federal Employees Retirement System (FERS).

Reinstatement eligible: Applicant who attained career status on a permanent, competitive Federal appointment; or career-conditional status with reinstatement eligibility. A former competitive service tenure group 1 Federal employee; a former competitive service career-conditional tenure group 2 Federal employee who has less than a 3-year break in service; a current DCIPS civilian employee serving on a permanent appointment and applying for permanent non-DCIPS position who does not

meet the eligibility requirements under the DCIPS interchange agreement but who is a former competitive service tenure 1 or 2 Federal employee; or a former competitive service career-conditional tenure group 2 Federal employee who is entitled to veterans preference.

30% or More Compensable Disabled Veterans: Prior military service members with a disability rating of 30% or more. A current Veterans Administration letter dated within the last year or discharge papers substantiating the disability is required to verify eligibility for this category.

Transfer eligible: Current permanent, competitive service, non-Department of Army Federal civilian employee.

Veterans Employment Opportunity Act (VEOA): Veterans who are preference eligibles or who have at least 3 years of continuous military service.

Veterans Recruitment Appointment (VRA): Disabled Veterans or Veterans who have been awarded a campaign badge, Armed Forces Expeditionary Medal (AFEM) or Armed Forces Service Medal (AFSM); or recently separated veterans. Recently separated veterans are defined as those who have separated from active service within the last three years. There is no length of service requirement. Allows appointment up to the GS-11.

Appendix B

Skills Determination

The first step in identifying Required and Desired skills for use in Resumix is to review the position description (PD). When reviewing the PD, consider the competencies, knowledges, skills, or abilities that successful candidates for the position should possess. Are there one or two skills that are absolutely required for an individual to have when he or she starts work? These are Required skills. Now consider the skills that the top candidates should have. Select a few of these that are most important to allow the Staffing Specialist to have approximately 3-5 skills to use to screen the applicants resumes. The selecting official may also want to review a previously prepared crediting plan for the job or skills for similar positions.

Begin now to list the skills. State them, if possible, in one or two word descriptive phrases (i.e., project management, logistics management, base operations). Remember to relate them to the PD and official duties of the position. If a skill is needed, but is not identified in the PD, the PD may need to be amended to add the duty related to the skill. Identify one or two required skills, ensuring that they are truly required and most important and that Desired skills are less important. Review the skills once again. Are they clear and described in terms common to the mission and the organization?

Once the skills are determined, identify them on the Gatekeeper Checklist. If this effort does not result in skills being identified or you are unsure how to identify skills, contact the CPAC Specialist or include a remark on the Gatekeeper Checklist for the CPOC to contact you to discuss the skills. The CPOC Specialist will contact the selecting official, in any event to discuss the recruitment action.

Appendix C

Interviewing Tips for Civilian Candidates

DO's

- Schedule the same amount of time for each interview. Allow yourself time between interviews to record ratings and complete notes.
- Allow candidates time to read the job description before the interview. This saves time for you and avoids any appearance of administering a speed-reading test.
- Welcome the candidate and explain the interview process.
- Discuss any unusual working conditions, e.g. shift work, overtime, frequent travel, etc. with the candidate before the actual interview. State these up front as conditions of employment.
- Ask each candidate the same set of questions. Document the results of the interview. The interview, along with other evaluation factors, help determine the best candidate for the position.
- Avoid questions with only yes or no answers.
- Compare all candidates on the same basis. Review the total picture after you have completed all interviews. Keep your interview questions and selection notes.
- Avoid the "Halo Effect." Don't weigh your decision on a single accomplishment, association with a particular group, the college attended, etc.

DON'Ts

- Avoid stereotyping candidates.
- Don't interview or promise to interview anyone who is not listed on the referral list.
- Don't make promises to candidates or assumed potential candidates.
- Don't use acronyms or local terms.
- Don't ask questions that do not distinguish between candidates such as "Why do you want this job?"
- Don't use multiple part questions.
- Never indicate you have already made a selection before all interviews have been conducted.
- Don't ask personal questions, e.g. is your spouse in the military, do you have children, do you make coffee, or how old are you? These are not job-related questions.
- Don't assume an accent to be a liability.
- Don't assume men can, women can't (lift, operate machinery, travel, etc.)
- Don't inquire into views on politics, civil rights, religion, etc.

APPENDIX D

SELECTION DECISION LOGIC FOR RESUMIX REFERRALS

PERMANENT POSITION:

One referral list will be issued with the employment categories that the selecting official has requested.

Military Spouse Preference (MSP) candidates **block** the selection of competitive sources to include VEOA, DoD and OPM Interchange (promotion), Reinstatement (promotion), In-service (promotion), Transfer (promotion), and Family Members (FM).

MSP candidates **do not block** noncompetitive (reassignment and change to lower grade), VRA or DAV candidates.

MSP candidates with less than 6 months remaining in the area may be non-selected.

Family Members with Preference (FMP) candidates **block external competitive candidates** to include VEOA, DOD & OPM Interchange (promotion), Reinstatement (promotion), Transfers (promotion), and FM no preference.

FMP candidates **do not block** in-service promotion, reassignment, and change to lower grade candidates.

TEMPORARY POSITION:

Two referral lists will be issued that include both competitive MSP/FM candidates and non-competitive DAV and VRA candidates. A selecting official may select from either the noncompetitive or competitive candidates.

Candidates must be selected in the following order from the competitive list:
MSP, FMP, Family Member without Preference.

Candidates must be selected in the following order from the non-competitive list:
Veteran 10pt, Veteran 5pt, Veteran without Preference. Selection must be made from the highest three eligibles available on the list. To select a 5pt veteran, the list must contain fewer than three 10pt veterans.

FMP does not apply to positions lasting less than one year, although selection of FMPs is encouraged.

MSPs will use their preference, but will not lose preference when selected for a temporary position. FMPs use their preference and lose it when selected for a temporary position not to exceed one year.

Veterans' preference does not apply to local national positions.

REFERRAL SOURCE	POSITION IS	BLOCKED BY MSP	BLOCKED BY FMP
INSERVICE FOR PROMOTION	PERMANENT	YES	NO
TRANSFER FOR PROMOTION	PERMANENT	YES	YES
FMP	PERMANENT	YES	N/A
	TEMPORARY	YES	N/A
FMNP	PERMANENT	YES	YES
	TEMPORARY 1 YEAR OR MORE	YES	YES
	TEMPORARY LESS THAN 1 YEAR	YES	NO
VEOA	PERMANENT	YES	YES
INTERCHANGE FOR PROMOTION	PERMANENT	YES	YES
REINSTATEMENT FOR PROMOTION	PERMANENT	YES	YES
	TEMPORARY 1 YEAR OR MORE	YES	YES
	TEMPORARY LESS THAN 1 YEAR	YES	NO
VRA	PERMANENT/TEMPORARY	NO	NO
DAV	PERMANENT/TEMPORARY	NO	NO
REINSTATEMENT FOR REASSIGNMENT/CLG	PERMANENT/TEMPORARY	NO	NO
INTERCHANGE FOR REASSIGNMENT/CLG	PERMANENT/TEMPORARY	NO	NO
INSERVICE/TRANSFER FOR REASSIGNMENT/CLG	PERMANENT/TEMPORARY	NO	NO

APPENDIX E

Prohibited Personnel Practices

Prohibited personnel practices are those things a Federal employee with personnel authority may not do. A Federal employee has personnel authority if they can take, direct others to take, recommend, or approve any personnel action. Personnel actions include: appointments; promotions; discipline; details; transfers; reassignments; reinstatements; restorations; certain performance evaluations; decisions concerning pay, benefits, awards and education or training if they may reasonably be expected to lead to an appointment, promotion, performance evaluation or other personnel action; decisions to order psychiatric testing or examination; and any other significant change in duties, responsibilities or working conditions.

PROHIBITED PERSONNEL PRACTICES

1. Don't **DISCRIMINATE** on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
2. Don't **SOLICIT** or **CONSIDER** any recommendation or statement not based on personal knowledge or records of performance, ability, aptitude, general qualifications, character, loyalty, or suitability.
3. Don't **COERCE** a person's political activity, or **REPRISE** against them for their refusal to engage in such political activity.
4. Don't **DECEIVE** or **WILLFULLY OBSTRUCT** any person with respect to such person's right to compete for employment.
5. Don't **INFLUENCE** a person to withdraw from competition.
6. Don't **GRANT** any preference or advantage not authorized by law, regulation, or rule.
7. Don't **APPOINT, EMPLOY, PROMOTE, or ADVANCE** a relative.
8. Don't **RETALIATE** against a whistleblower, whether an employee or an applicant.
9. Don't **RETALIATE** against employees or applicants who exercise their complaint, grievance, or appeal rights; testify; cooperate with an inspector general or the Special Counsel; or refuse to break the law.
10. Don't **DISCRIMINATE** based on actions not adversely affecting performance.
11. Don't **VIOLATE** any law, rule, or regulation implementing or directly concerning the merit principles.
12. Don't **VIOLATE** veterans' preference requirements.

Avoiding prohibited personnel practices will not guarantee a decision or action will not need to be defended, but it will provide a firm basis upon which to base a defense.

REF: 5 USC 2302; 10 USC 1599